

State of Louisiana

WORKFORCE PLAN



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Recruiting Tomorrow's Leaders Today

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INTRODUCTION

Workforce Planning: What it is

Simply stated, workforce planning is getting the right person in the right job at the right time. *Governing* magazine defines workforce planning as: “The systematic assessment of the current and future capacity of the state government workforce.”

Workforce planning is not a new concept. It is an essential part of any organization’s management of its human resources. Workforce planning is the coordination of human resource programs in support of the organization’s strategic goals and overall mission. Human resource programs such as recruitment, compensation management, performance evaluation, and training are all components of effective workforce planning.

Workforce planning addresses both current and anticipated staffing needs. The current workforce is assessed in terms of whether or not its size is adequate, whether it is deployed effectively and whether employees possess the competencies necessary for high performance. Future staffing needs are assessed by analyzing the number of employees approaching retirement, turnover rates, environmental impacts on service needs and delivery, as well as anticipated legislative and technological changes.

The assessments of current and future staffing needs are used to develop action plans to address closing or avoiding skill gaps. Such action plans may include recruitment strategies, use of compensation tools, succession planning, and the development of training or retraining solutions.

This report summarizes the State of Louisiana’s current workforce planning issues and initiatives. The focus is on classified employees in the executive branch of state government. Initiatives taken at the statewide level by the Department of State Civil Service are highlighted. The “Toolkit” section of this report presents an array of options that all state agencies may use to address their individual and unique workforce planning challenges. The “2007 Workforce Planning Survey Report” section presents the results of a statewide review of workforce planning activities among Executive Branch state agencies.

The Louisiana Department of State Civil Service began emphasizing the importance of workforce planning in the late 1990’s. Early efforts included annual reports to agencies of anticipated retirements and turnover, and enhanced training for supervisors and managers. Since then, the workforce planning program has continued to grow and develop. The results described in this report show that state agencies are taking the steps needed to ensure that adequate numbers of skilled employees are in place to provide quality services to Louisiana’s citizens. Future efforts of the Department of State Civil Service will continue to focus on providing agencies with the tools needed to recruit, train, retain and manage a highly productive workforce.

SUMMARY

Workforce Planning: What Louisiana is doing about it.

Progress on Statewide Plans From 2007

Our 2007 Statewide Workforce Plan listed a number of “Future Statewide Plans” that we planned to work on during 2008 (see page 8 of 2007 Statewide Workforce Plan). The progress made on these projects is described below.

Customized Leadership Development Training provided by the Comprehensive Public Training Program and LSU to any agency upon request.

Through the State’s Comprehensive Public Training Program (CPTP), agencies may begin to prepare newer employees for leadership roles through a “Leadership Development” series of classes and presentations. Agency Human Resource Offices or Training Coordinators may obtain additional information by contacting the CPTP Administrator at (225) 342-3620.

Online Supervisory Potential Assessment for use in preparing employee development plans and strengthening of candidate pools

The Supervisory Potential Assessment Tool developed by Darany and Associates was implemented in 2008. It is designed for state employees who are not currently in a supervisory level position but are considering growth in this career area. The results from this tool will provide an employee with information concerning supervisory skill areas that the employee excels in as well as those skill areas in which the employee needs additional development. This tool is a self-assessment and is designed to assist those employees that complete it with opportunities for growth and development. The results of this assessment do not need to be shared with a supervisor or agency personnel unless the employee chooses to do so. To find out more about the Supervisory Potential Assessment Tool go to this web link:

<http://www.civilservice.la.gov/asp/SupvAssessmentTool/SupvSkillsTool.aspx>

Increased Targeted Recruiting Efforts for key jobs

The WAFB Jobline Job Fair is one of the largest recruiting events that Civil Service participates in. This event allows the department to reach all sectors in recruiting for positions in state government. We bi-annually attend this event and have interacted with over 500 potential employees each time. We also give a presentation titled, “How to Apply for State Jobs”, in which we cover many areas concerning gaining employment with the State of Louisiana. We have incorporated in this presentation material that targets jobs with high turnover such as law enforcement, nursing aides and psychiatric aides.

Establishment of Rehire Retiree database to facilitate knowledge transfer

In April 2007 the Department of State Civil Service established a database to assist agencies to identify state retirees who are interested and qualified to return to the workforce for part-time and project work. This system helps capture and preserve institutional knowledge of the aging workforce by returning these employees to temporary and/or part time positions where they can

work with newer employees. This project is the first to provide centralized access to all departments statewide for retiree information. Civil Service has collaborated with the Louisiana State Employees' Retirement System (LASERS) to promote the system. LASERS has incorporated database enrollment forms in the packet of retirement forms given to employees planning to retire, promotes the database at meetings and writes about it in their quarterly newsletter. According to our annual workforce planning survey last December, 80% of responding agencies at that time had used the data base to search for applicants for specific vacancies and 27% had actually filled a vacancy by hiring a retiree from the database. In July 2008, NASPE presented the Department with the Eugene H. Rooney, Jr. Award of Merit "in recognition of outstanding achievement by a state personnel organization in improving efficiency and effectiveness of state government" for our development of the Rehire Retiree Database.

Creation of On-Line Employment Center to streamline recruitment and hiring

In an effort to decentralize recruiting and hiring practices in Louisiana State Government and provide more flexibility to our agencies, DSCS initiated a project that will allow the citizens of Louisiana to apply online and give our state agencies the capability to track applicant information electronically. A Request for Proposal (RFP) was issued in November, 2007 and resulted in the selection of NEOGOV as the vendor for our online employment center. In April, 2008, DSCS' Project Management Team journeyed to South Carolina, one of the states that has already successfully implemented the NEOGOV system, to meet with the implementation team there. The team from South Carolina provided DSCS with lessons learned and advice on pre-implementation decisions and training. On June 6, 2008, the contract was finalized and signed and the official kick-off of the project occurred when representatives from NEOGOV visited the Department to begin the first stages of the implementation process. Several teams were formed to accomplish all the tasks identified in the project plan prior to "Go Live".

A contest inviting agency HR to name the system was held and LA Careers was born. On August 25, 2008, agency HR users were invited to preview the LA Careers system and new Civil Service rules required to initiate full decentralization efforts. In addition, users were introduced to the LA Careers Project Communication Site. This site provides the HR community with regular updates of LA Careers project events and accomplishments, along with an avenue to pose questions related to implementation and the new Civil Service rules. A weekly blog discussing LA Careers related issues was initiated and monthly podcasts and newsletters offer other alternatives to getting news on the latest LA Careers developments.

DSCS recognizes that a huge effort is required to train agency HR users in the LA Careers system. Our Training Team is working to develop a comprehensive training course to instruct users how to create a requisition through to authorizing a hire. Training is anticipated to begin in January 2009 and end the first week of February 2009. Additionally, representatives from the Staffing Division will present a LA Careers workshop at the Louisiana State Personnel Council meeting this October. This workshop will give users an opportunity to preview the system and understand how the new Civil Service rules and their own various hiring processes will apply in the LA Careers system.

LA Careers is scheduled to “Go Live” February 16, 2009. The Staffing Division will operate a Help Desk two weeks prior to “Go Live” and at least six weeks post implementation to assist users with issues related to LA Careers implementation.

Post Implementation, the Staffing Division will continue to support HR users by providing one-on-one training, consulting and business process review services as necessary. In addition, training on some of the more advanced features and reporting capabilities will be developed and delivered throughout 2009 and beyond.

Creation of New Civil Service Rules for Staffing

In 2000, the State Civil Service Commission adopted a comprehensive civil service reform initiative titled ASCEND 2020. One of the major goals of ASCEND 2020 was to re-engineer the application/hiring procedures used by state agencies to fill classified jobs. This reform has been implemented in phases over several years. During this time the Department has delegated more and more authority to agencies with respect to staffing through various tools (Refer to Section 1.2 of the Toolkit For Workforce Planning & Development section of this report for more details on these tools).

Currently agencies are operating using a variety of customized direct hire agreements tailored to each agency and limited to specific jobs plus the QUEST model. But not every agency has a direct hire agreement, nor do the agreements cover all jobs. Our ultimate goal was to consolidate these diverse methods of delegation by doing away with the direct hire agreements and QUEST model as “special” ways of hiring and change the way we do business to a system that incorporates QUEST and Direct Hire agreement principles into one standardized system used by all agencies. It would cover all jobs and be our normal way of doing business so would not require customized individual agreements as such. We will achieve this goal with the implementation of the *LACareers* online employment center described in the preceding section of this report.

In order to support this new way of doing business we needed to rewrite the current Civil Service Rules related to staffing (Chapter 7 – Examinations and Eligible Lists and Chapter 8 – Certification and Appointment). Because the new way of doing business is so different from that in the current rules we decided we needed to reorganize and re-title the chapters. There was no easy or direct one-to-one walkover of old rules to new. We did not simply modify each old rule and replace it with a new one. Many sections in the current rules were repealed entirely, and whole new sections organized differently were written. As a result we repealed Chapters 7 and 8 in their entirety and adopted these new chapters: Chapter 22 – Requirements for Filling Vacancies, Chapter 23 – Appointments, and Chapter 24 – Transfer of Governmental Functions and Acquisitions). The proposed new rules were adopted by the Civil Service Commission on November 19, 2008 with a prospective effective date of February 16, 2009 when the *LACareers* online employment system will be implemented.

Although the new rules are different in form from the old rules, the underlying principles remain unchanged. The new rules provide for merit-based hiring in a clearer, more consolidated format based on the principles set forward in our state constitution: open competition and ability-based appointment. The new rules clearly require that all components of the selection process, from initial screening through final interview questions, whether applied by the Department of State

Civil Service, or the hiring agency, be based on job-related merit, efficiency, fitness and length of service.

Continuing Statewide Initiatives

Strategic Planning

Since 1997, with the passage of Act 1465, Louisiana state agencies have utilized a strategic planning and performance-based budgeting strategy to establish goals, objectives and action plans to accomplish their missions. An essential component of this planning process is an analysis and projection of staffing needs. These staffing-need analyses are updated annually as part of each agency's operational plan. The agency strategic plans are formally updated every three years. Agencies are currently working on updating their strategic plans with projections for the period of July 2009 through June 2014.

Workforce Profiles

Since 1999, the Department of State Civil Service (DSCS) has partnered with the Louisiana State Employees Retirement System (LASERS) to provide state agencies with a Workforce Profile Report summarizing the retirement eligibility of their workforce. Issued each spring, the Workforce Profile Report is used by agencies to analyze their staffing needs when preparing their annual operational plan (see above) as well as to develop recruitment, retention and training strategies. The most recent Workforce Profile Report was issued in April 7, 2008. (See General Circular 1726.)

Training

In conjunction with the Comprehensive Public Training Program, the Department of State Civil Service offers training in workforce planning issues to state agency supervisors, managers and Human Resource professionals at both the operational and strategic level. Offerings include:

- “Strategic Planning Basics” – offered to any agency personnel involved with the development of the agency's strategic and/or operational plan. This class presents the principles of strategic planning and their application in Louisiana's process.
- “Basics of Workforce Planning Seminar & Workshop” – offered to agency Human Resource professionals and managers. Participants are instructed in basic elements of workforce planning, including analyzing the current workforce, predicting future needs, identifying the gap between present and future, and implementing programs that bridge the gap and allow the organization to accomplish its mission.
- “Job Profiling” Training – offered to Human Resource professionals, this is a three-part training. The first component is a classroom Introduction to Job Profiling which presents the basic concepts of Job Profiling and provides participants with job aids and applicable resources. The second component is a Workshop in which participants apply their classroom skills by profiling a job from their own agency. The final component is an On-site Practicum in which DSCS experts provide hands-on assistance, guidance and advice to agency personnel in applying job profiling to meet their agency's unique needs.
- “Building Better Performance Through Employee Skill Development” - Part of the mandatory curriculum for all state managers, this class gives managers practical tools to

use in analyzing and addressing skill gaps in current employees and developing training plans for new hires.

In addition to the above, all state supervisors and managers are required to complete training in effective employee selection and performance management as part of the mandatory supervisory training program. This curriculum is designed to equip supervisors and managers with the tools they need to recruit and retain high performing employees.

Statewide Workforce Planning Coordinator

To address the increasing need for workforce planning the Department of State Civil Service established a Statewide Workforce Planning Coordinator position in February 2005. This cabinet level position has statewide programmatic responsibility for monitoring workforce planning activities among all state agencies. The WFP Coordinator surveys agency workforce planning needs and activities. The results are used to develop tools and systems to support agency workforce development initiatives. The WFP Coordinator also provides consultation to individual agencies on development of workforce plans including succession planning, selection plans, knowledge management, etc.

Workforce Planning Newsletter and Website

The Department of State Civil Service issues a monthly newsletter, "Workforce Horizons," containing articles of interest on the topic of Workforce Planning. The Civil Service website maintains an archive of the newsletters as well as other workforce planning tools and references.

Future Statewide Plans

Implementation of LACareers online employment system

Training of agencies in the LACareers system is anticipated to begin in January 2009 and end the first week of February 2009. LA Careers is scheduled to "Go Live" February 16, 2009. The Staffing Division will operate a Help Desk two weeks prior to "Go Live" and at least six weeks post implementation to assist users with issues related to LACareers implementation.

Post Implementation, the Staffing Division will continue to support HR users by providing one-on-one training, consulting and business process review services as necessary. In addition, training on some of the more advanced features and reporting capabilities will be developed and delivered throughout 2009 and beyond.

Implementation of new Civil Service Staffing rules

The proposed new rules were adopted by the Civil Service Commission on November 19, 2008 with a prospective effective date of February 16, 2009 when the LACareers online employment system will be implemented.

Development of Metrics

In conjunction with the implementation of LACareers, our new online application tracking system, the Department of Civil Service will begin collecting and analyzing data in an effort to assess the effectiveness of this new system's contribution to statewide workforce planning efforts by providing agencies with qualified applicants to fulfill their workforce needs. A number of metrics will be gathered to assess the quality of hire. Because we currently operate in a

somewhat decentralized system, we will rely on surveys to hiring managers to capture data on the average number of applicants per vacancy as well manager's ratings of the general quality of the applicant pool they received for these vacancies. To further assess the quality of hires, we will gather data on average performance ratings, length of employment, and average time to promotion to supervisory positions for new hires. The reasoning behind these measures is that if we are attracting a more suitable, highly qualified applicant pool, these employees will stay longer, have higher performance ratings and shorter times to promotion. These baseline measures will be compared with similar information gathered one to two years after the implementation of the *LACareers* system.

Study the option of creating a new Civil Service rule to require agencies to submit written workforce plans to the Department of Civil Service annually.

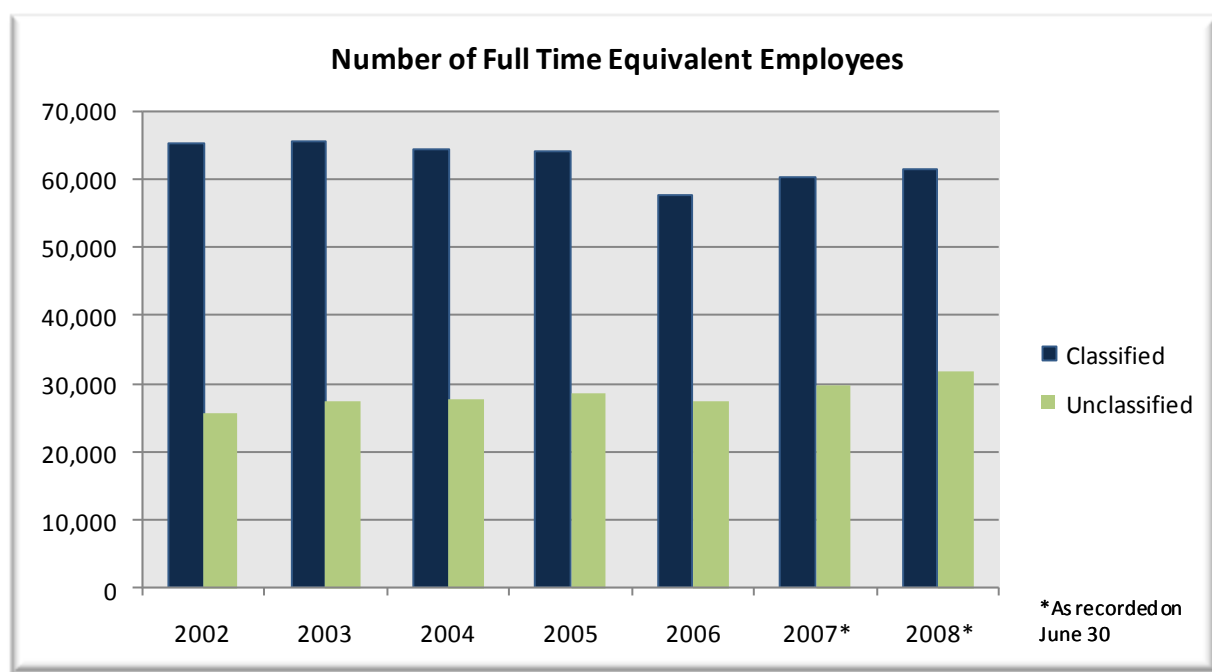
Currently there is no legislative or civil service requirement for state agencies to develop or submit annual workforce plans. They are encouraged to do so if they wish and some tools are provided to assist them, but as our annual survey shows, most are not currently developing a written plan. Absent such a requirement, it is difficult to coordinate anything on a statewide level. In the past, a House Concurrent Resolution was considered to require agencies to develop annual workforce plans but it was dropped. Another option might be creating a new Civil Service Rule to require submission of written plans annually to the Department of Civil Service. We intend to study this option during 2009.

Louisiana Workforce Facts and Figures

The following charts and tables give an overview of the current Louisiana state workforce.

Number of State Employees

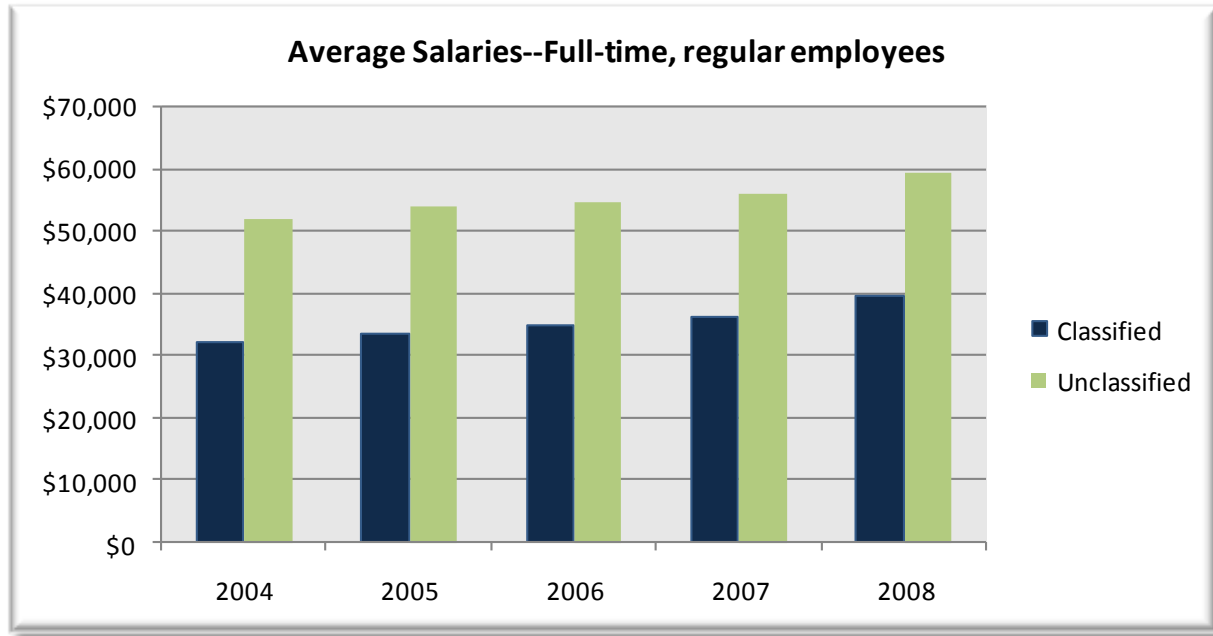
As of June 30, 2008 there were 93,099 full-time equivalent (FTE) employees in the Louisiana state workforce. Of these, 61,411 were classified employees in the State Civil Service system. The counts in the chart below are of the entire Civil Service system including ports and levee districts. The large drop in classified employees in 2006 was largely due to Hurricanes Katrina and Rita. In 2007 and 2008 there has been a slow increase but still below 2005 levels.



*Data in Table A

Current Employees by Salary Range

The chart below shows the changes in average salary for full-time regular employees over a five year period. The figures are as of June 30 each year and are from the 2007-2008 Louisiana Department of Civil Service Annual Report.



*Data in Table B

Most Encumbered Job Titles

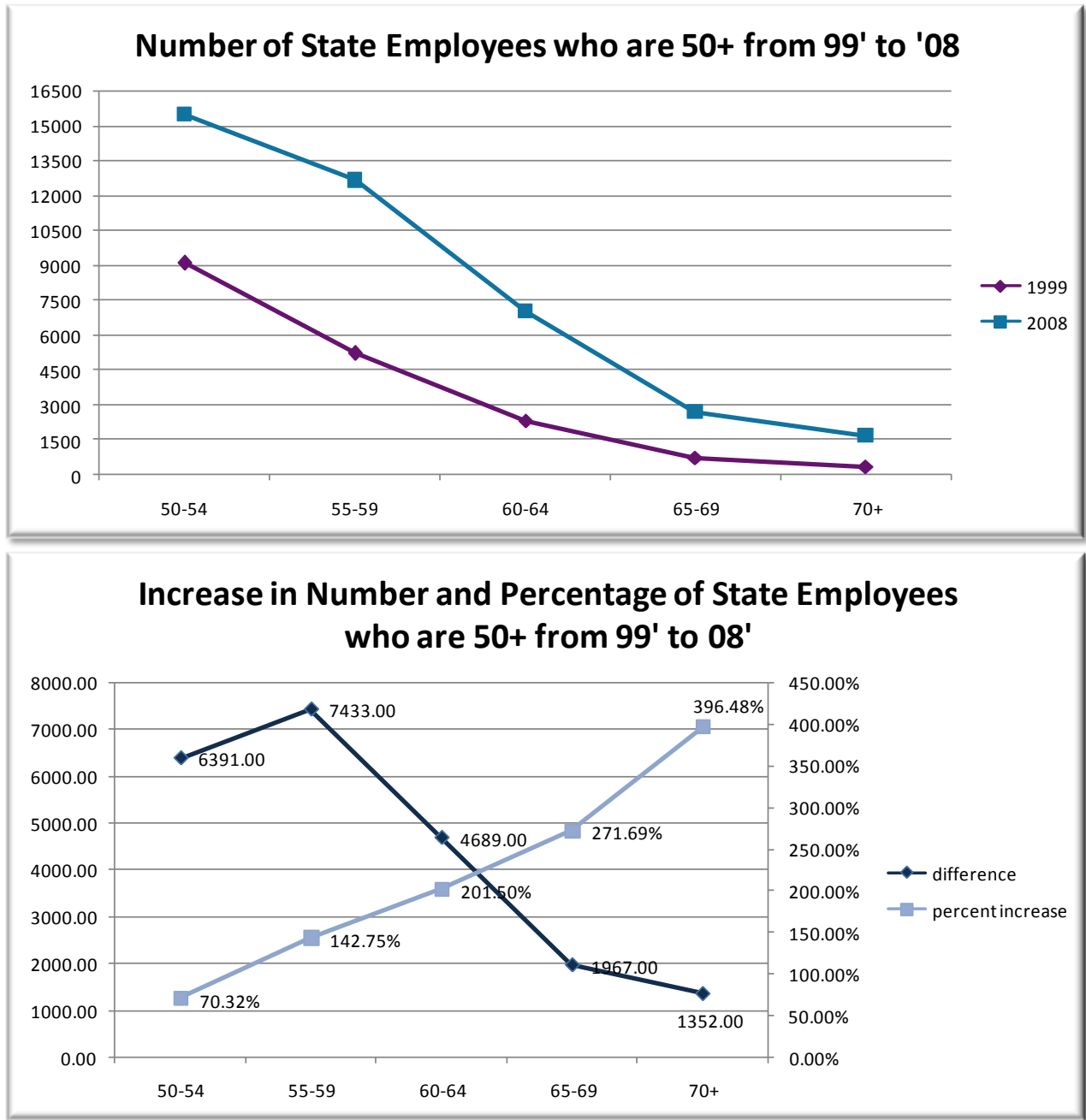
Louisiana currently has 2,327 job titles in the classified service. The table below shows the 20 most encumbered jobs as of June 30, 2008. Many of the jobs in the table below are part of career progression groups. Initial placement and movement within a career progression group is based on a combination of experience, duty assignments, competencies, and performance. The source of these figures is the June 30, 2008 Civil Service Comprehensive File.

Job Title			
Number of Employees 6/30/2008			
ADMIN COORD 3	2,578	RN 3	796
CORRS SGT	1,953	PRACT NURSE/LICENSED, 2	747
ADMIN COORD 2	1,625	ADMIN ASST 3	742
CORR SGT--MSTR	1,388	ADMIN ASST 4	734
RN 2	1,326	CUSTODIAN 1	704
CUSTODIAN 2	1,182	ADMIN COORD 1	562
SOC SERV ANAL 2	1,163	MAINTENANCE REPAIR 2	535
RESID SVCS SPEC 2	1,072	ADMIN ASST 2	520
ADMIN COORD 4	924	ACCOUNTING SPECIALIST 2	504
NURSING ASST 2	893	PSYCH AIDE 2	489

EMPLOYEE DEMOGRAPHICS

Age

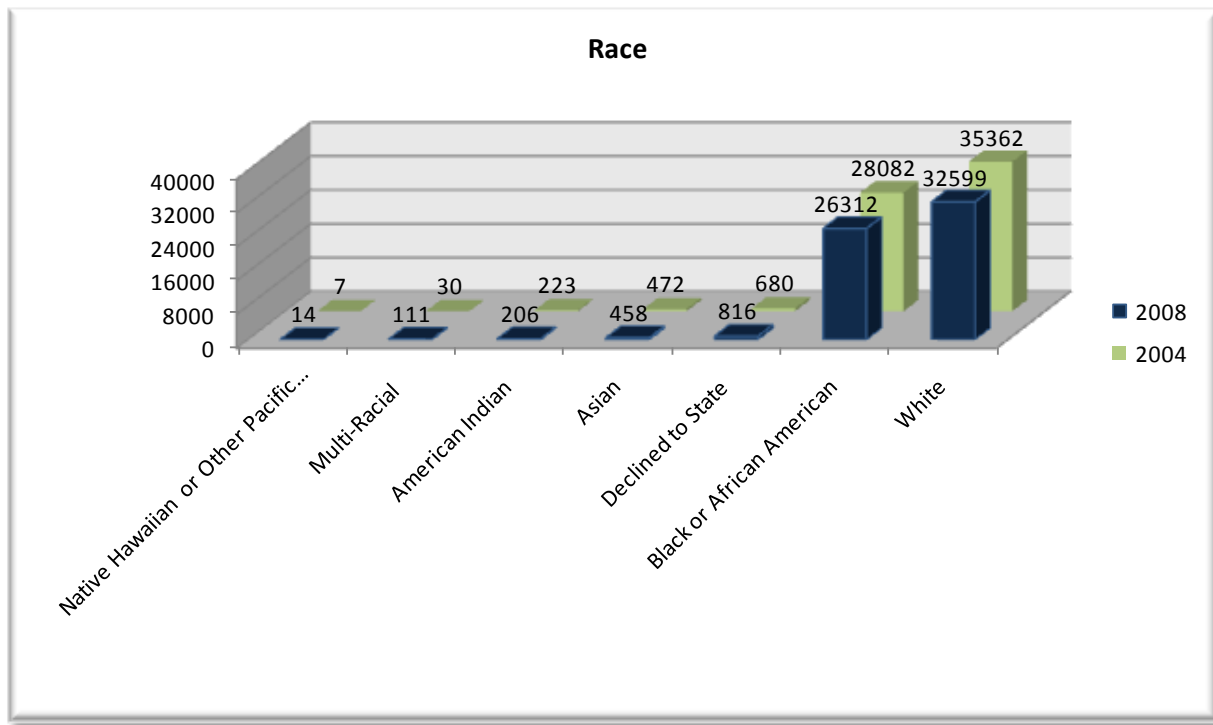
The chart below shows the aging of the Louisiana workforce.



*Data in Table C

Race

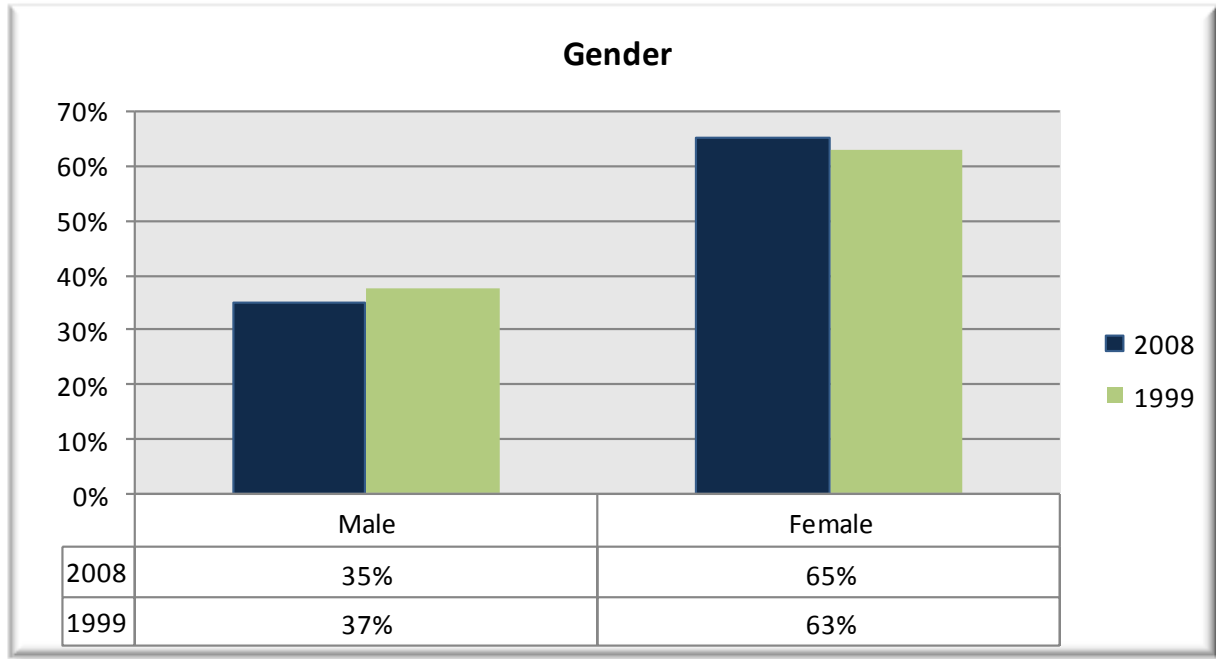
The racial makeup of Louisiana's workforce has changed little in recent years. In 2003, changes were made in the way race was coded. The "Hispanic" category was removed from race and formed part of a new ethnicity category in which one is either "Hispanic" or "Non-Hispanic." Other minor changes were made in the race category labels. Because it would not make sense to compare periods in which different racial categories were used, the data in the chart below compares 2008 figures to 2004 using current race categories. These figures are taken from the June 30, 2008 Civil Service Comprehensive File.



*Data in Table D

Gender

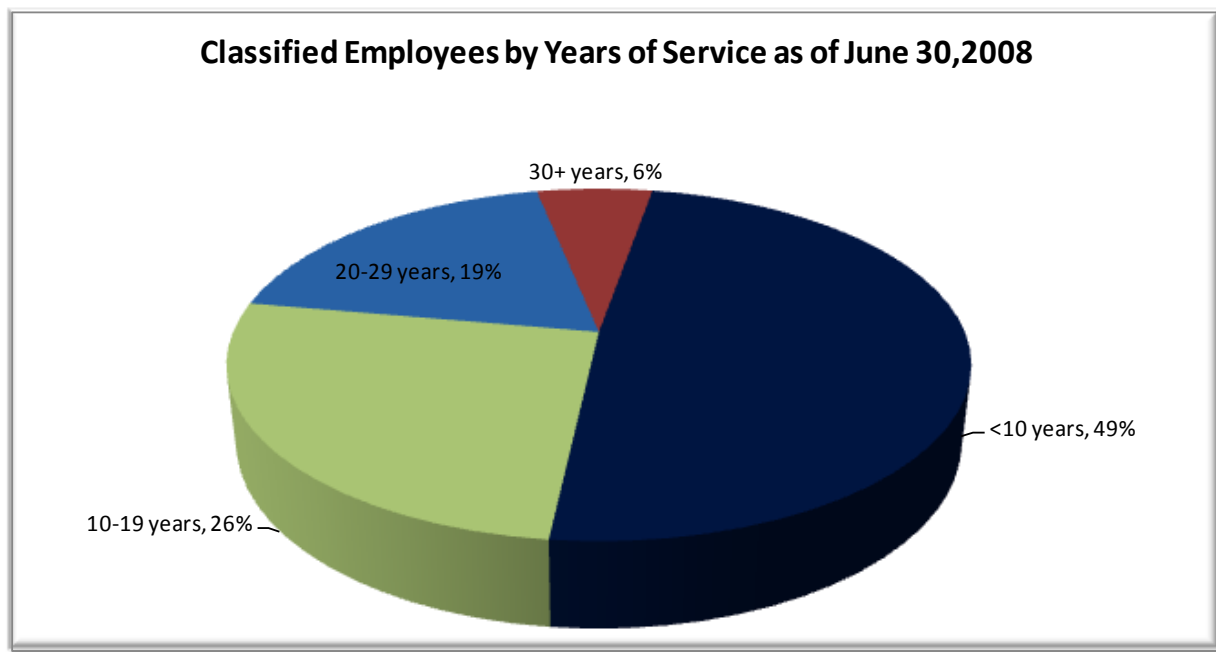
The gender makeup of Louisiana's classified workforce has changed little since 1999 as shown in the chart below.



*Data in Table E

EMPLOYEES APPROACHING RETIREMENT

Years of Service



*Data in Table F

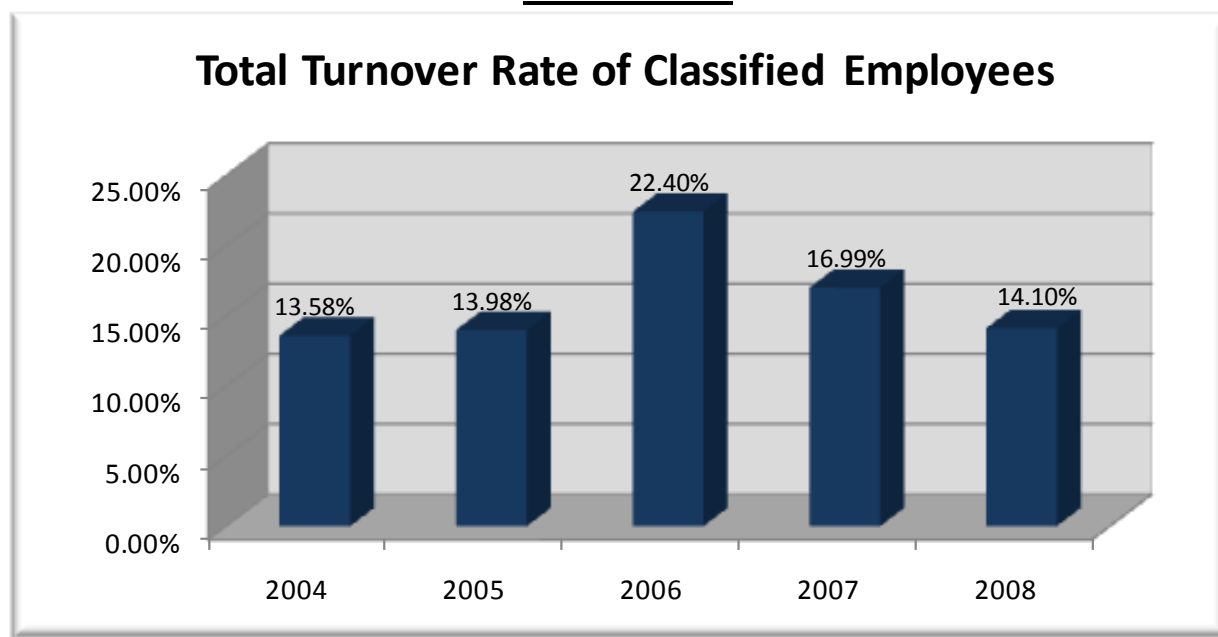
Current and Projected Retirement Eligibility by EEO Category

The table below shows average employee age, the number of employees who recently retired, the number of employees currently eligible to retire, and the number (and percentage) eligible to retire within five years. All retirement information in the table is for employees in LASERS (Louisiana State Employees Retirement System) only and as of December 31, 2007. The data represented in this table was taken from the Annual Workforce Profile issued in April 2008.

Current and Projected Retirement Eligibility by EEO Category

Occupational Category	Avg. Age of Employees	Number who Retired in Past Year	Number Currently Eligible to Retire	Number Eligible to Retire within 5 yrs	Percentage Eligible to Retire Within 5 yrs
Officials & Administrators	50	217	652	1,029	27%
Professional	44	516	1474	3,340	16%
Technicians	43	99	271	704	16%
Protective Services	40	101	293	703	11%
Paraprofessional	43	155	401	1,040	14%
Clerical	45	234	646	1,672	18%
Skilled Crafts	47	161	416	890	18%
Service / Maintenance	44	87	223	517	14%
Total	44	1,570	4,376	9,895	16%

TURNOVER



*Data in Table G

TOOLKIT FOR WORKFORCE PLANNING & DEVELOPMENT

The Department of State Civil Service has in place a number of assessments, flexibilities and tools to help agencies in Workforce Planning and Workforce Development Activities. This document describes the tools agencies can tailor to their specific needs. These can be used individually or in combination with others.

In the preceding section “Summary: Workforce Planning: What Louisiana is Doing About It” we describe various steps that we have taken to ensure we can provide the support that agencies need in their workforce planning and development activities.

Managers and supervisors are encouraged to obtain the assistance of their agency Human Resource Office to learn how to most effectively use and apply the measures described in this toolkit.

Agency Human Resource staff are encouraged to contact their Civil Service Program Assistance Coordinator for assistance in building a program comprised of those components that will be most effective for the agency’s needs. Program Assistance contact information can be obtained by calling (225) 342-8274.

Information in this document has been divided into the following four major sections.

- Section 1 - Recruitment & Retention
- Section 2 – Development for Employees, Supervisors and Managers
- Section 3 - Employee Relations & Benefits
- Section 4 - Records & Reports

Section 1: RECRUITMENT & RETENTION

Topics in this section include:

- 1.1 Pay for Recruitment and Retention
- 1.2 Assessment and Selection

1.1 Pay for Recruitment and Retention

Chapter 6 of the Civil Service Rules provides a variety of flexible pay options that agencies can use to recruit the best new employees and retain the most knowledgeable and experienced current employees. These include:

SPECIAL ENTRANCE/RETENTION RATES – Rule 6.5(b)

Special entrance rates of pay are critical in helping agencies manage geographical differences in competition for employees. These differ from other pay options in that they are market driven rather than driven by the employee's qualification requirements or special job requirements that require additional pay as a premium pay. For many jobs, there are special entrance/retention rates that have been pre-approved and are available for use by any agency at any time. In cases where there is no pre-approved special entrance/retention rate, or in cases where the pre-approved rate is not sufficient, an agency may request the establishment of a special entrance/retention rate. The agency Human Resources Offices is urged to obtain the assistance of their Civil Service Assistance Coordinator if a special entrance rate is needed.

PAY ABOVE MINIMUM FOR EXTRAORDINARY QUALIFICATIONS – Rule 6.5(g)

This rule allows an agency to pay an employee a higher than minimum rate of pay upon hire or within one year of hire, up to the third quartile of the range for the job. This pay is driven by the qualifications or credentials above the minimum required that are brought to the job by the employee, and payment must be made in accordance with written agency policy.

PREMIUM PAY – Rule 6.16(a)

Upon agency request and with sufficient justification, the Civil Service Commission may authorize special pay that is not part of an employee's base pay, in situations where employment conditions are unusual or in circumstances where an employee is performing extraordinary duty that is not an integral part of the employee's regularly assigned duties. A Human Resource office wishing to use this rule is urged to contact their Compensation team member.

INDIVIDUAL PAY ADJUSTMENT –Rule 6.16(c)

Upon agency request and with sufficient justification, the Civil Service Commission may authorize base pay adjustments for individual employees. See Civil Service [Rule 6.16\(c\)](#) and contact your Compensation team member for additional information on criteria.

PAYMENT FOR ATTAINMENT OF ADVANCED DEGREE – Rule 6.16(h)

An appointing authority may approve a base pay increase of up to 10% for a permanent employee who attains a job related Master's Degree, Ph.D., or their equivalent from an accredited college or university while employed at the Department, provided that a Department policy has been approved by the Civil Service Commission and the employee was not previously rewarded for attainment of the degree under another rule.

OPTIONAL PAY for RETENTION – Rule 6.16.2

After receiving approval from the Civil Service Commission for its written policy, an agency may, at its own discretion, grant individual pay adjustments as a lump sum or as a permanent base pay increase to permanent employees to:

- provide for the retention of an employee whose loss would be detrimental to the State (for instance, to match a private job offer), or
- adjust pay differentials between comparable employees, or
- compensate employees for performing additional duties, or
- recruit new employees into positions for which recruiting is difficult.

There are some restrictions on the use of optional pay under this rule; agency Human Resource offices are urged to get the advice and assistance of their Compensation team member to develop appropriate and meaningful policies.

REWARDS & RECOGNITION – Rule 6.16.1

After receiving approval from the Civil Service Commission for its written policy, an agency may, at its own discretion, implement a program of monetary and/or non-monetary rewards and recognition for individual employees. Monetary awards shall be made as a lump-sum reward and shall not be part of an employee's annual base pay.

Human Resource offices are urged to get the advice and assistance of their Compensation team member to develop appropriate and meaningful policies for the use of Rewards and Recognition.

DUAL CAREER LADDER PROGRAM – Rule 5.9

After receiving approval from the Civil Service Commission for its written policy, an agency may implement a “dual career ladder” program for selected job series. The “dual career ladder” program provides an alternate path for upward mobility to employees in scientific, medical, information technology or engineering professions by allowing upward progression for employees in these highly technical occupations without requiring that they be placed into supervisory or managerial positions.

1.2 Assessment and Selection

The Department of Civil Service embraces a two-fold recruitment effort – one focused on state agency program assistance, and the second toward applicant services. The applicant services program includes external as well as internal recruiting efforts that provide processes and policies that enable state agencies to fill vacant positions with highly qualified applicants in a timely manner and in accordance with legal and professional standards.

RECRUITMENT VIDEO

In the fall of 2004, the Department of Civil Service launched a “Recruiting Tomorrow’s Leaders – Today” video campaign that focused on state government recruiting efforts. The video features a variety of state employees talking about the rewarding challenges of their jobs and their positive impact on our citizens. This video was originally aired on the cable television systems statewide. Copies of the video are available to agencies for use in recruitment programs.

ON-LINE JOB SEARCH AND VACANCY POSTING SYSTEM

The *Job Search* system allows agencies to announce their vacancies immediately through posting on our on-line system. Applicants are afforded the opportunity to enroll in a subscription notification system which informs the applicant daily of updated job vacancy information that meets the applicant’s search criteria. The system includes comprehensive applicant information on job pay, minimum qualification requirements, test requirements and “how to apply”. This system can be accessed at www.yourfuture@louisiana.gov.

QUALITY EXPRESS STAFFING (QUEST) MODEL

The hiring process has been effectively decentralized directly to agency human resource and management staff. The QUEST model includes jobs in four areas that encompass a large percentage of the state’s hiring:

- Professional Entry
- Clerical Office and Administrative Support
- Law Enforcement and Protective Services
- Law Enforcement and Protective Services Supervisor

DELEGATED DIRECT HIRE

Agencies may enter into written agreement with this Department that allows them to post specified job titles directly to the on-line Job Search for recruiting for jobs not covered under the QUEST model.

ELIGIBLE RANKINGS

The Department of State Civil Service maintains a list of qualified applicants on an unranked list for several selected job categories; agencies are allowed to rank the individuals based on the duties of a specific vacancy, allowing agencies to select candidates with the required skills and competencies for specific positions.

NON-COMPETITIVE and SHORTAGE JOB CLASSES

Under Civil Service [Rule 7.20](#), an agency may appoint any qualified individual to certain jobs that have been declared to be non-competitive due to the nature of the work, or “shortage” due to a lack of a sufficient number of qualified applicants to provide a competitive list.

PREFERRED QUALIFICATION REQUIREMENTS

This has been implemented for jobs in the Clerical and Administrative Support category. This tool allows agencies flexibility to hire candidates that have experience or education directly related to the duties of a specific position in this job category.

HIRING FLEXIBILITY

There are numerous processes that allow agencies greater hiring flexibility, including:

- Certifiable Scores (any applicant who attains the predetermined score on a test is eligible for hire)
- Direct appointment of candidates with a 3.5 GPA without a Civil Service test score
- Direct appointment of applicants with a CPA to professional accounting or auditing jobs without a Civil Service test score

RECRUITING AND CAREER COUNSELING

The Department of Civil Service operates an Information and Testing Center in Baton Rouge that offers convenient walk-in testing and counseling services. In addition, we offer walk-in Saturday testing at five satellite testing locations across the state. Applicant services are enhanced through a One Stop Job Information and Test finder offered on our web-site, www.dscs.state.la.us. In addition, consultants from our Information and Testing Center participate in annual recruiting activities that include two State Agency Career Days each year, plus University and College Career Days, Veteran Job Fairs and other targeted recruiting efforts.

RETIREE REHIRE DATABASE

The Department of State Civil Service has established a database to assist agencies to identify state retirees who are interested and qualified to return to the workforce for part-time and project work. This system helps capture and preserve institutional knowledge of the aging workforce by returning these employees to temporary and/or part time positions where they can work with newer employees. See General Circular 1688 for details.

WEB-BASED SUPERVISORY POTENTIAL ASSESSMENT

The Supervisory Potential Assessment Tool is designed for state employees who are not currently in a supervisory level position but are considering growth in this career area. The results from this tool will provide an employee with information concerning supervisory skill areas that the employee excels in as well as those skill areas in which the employee needs additional development. This tool is a self-assessment and is designed to assist those employees that complete it with opportunities for growth and development. The results of this assessment do not need to be shared with a supervisor or agency personnel unless the employee chooses to do so. To find out more about the Supervisory Potential Assessment Tool go to this web link:

<http://www.civilservice.la.gov/asp/SupvAssessmentTool/SupvSkillsTool.aspx>

Section 2: *DEVELOPMENT for EMPLOYEES, SUPERVISORS AND MANAGERS*

This section contains the following topics:

- 2.1 Employee Development
- 2.2 Supervisory and Managerial Development
- 2.3 Human Resource Professionals Development

The “Employee Development” section includes those items that are available to any employee, whether the employee is a line employee, a supervisor or manager.

The “Supervisory and Managerial Development” section includes those activities that are focused on preparation for and development of state supervisors and managers.

The “Human Resource Development” section includes those activities that are taking place to help agency Human Resource professionals provide the best possible service to their agencies.

2.1 Employee Development

PROBATION PERIOD

The development process for a new employee begins upon hire and can last for up to 2 years. This is a “working test period”. Any new employee who does not meet the requirements of the job is not granted “permanent” status and is removed from state service.

DOUBLE INCUMBENCY

Civil Service rules allow two employees to occupy one position at the same time for limited periods. This can be used when an experienced employee is expected to retire in the near future (usually within a year or less). The agency may select the employee’s replacement and place the new employee into the position along with the experienced employee, allowing the two to work at the same level, side by side, for a training period.

DETAIL TO SPECIAL DUTY

This is similar to a Double Incumbency; however, a “detail” is temporary in nature while a double incumbency is most often a permanent assignment. Agencies may use short-term details to a position whose incumbent is anticipating leaving in the near future, to prepare a pool of potential applicants for the duties of the position. This “revolving” method of detail can also be used to assess, over time, the abilities of several employees who are interested in the position that will be vacated, and the assessment can be used during the final selection process.

LEADERSHIP DEVELOPMENT

Through the State’s Comprehensive Public Training Program (CPTP), agencies may begin to prepare newer employees for leadership roles through a “Leadership Development” series of classes and presentations. Agency Human Resource Offices or Training Coordinators may obtain additional information by contacting the CPTP Administrator at (225) 342-3620.

PERFORMANCE EVALUATION AND REVIEW

The State's Performance Evaluation and Review (PPR) system was developed specifically to encourage communication between employees and supervisors. The system requires annual performance planning with employees; expectations are established for each employee based on his/her job duties. The system then requires an annual evaluation of the employee's performance as compared to the expectations and standards communicated to the employee during the planning period; the performance information is used to determine the employee's eligibility for permanent status and/or a merit increase. There is some flexibility for agencies to develop and use their own system rather than the Civil Service approved form and system. This Department requires annual reporting on the level of compliance with the PPR requirements, and at the current time, more than 96% of employees receive a performance evaluation each year.

2.2 Supervisory and Managerial Development

In addition to all of the above items, the following items are available for development of state supervisors and managers:

COMPREHENSIVE PUBLIC TRAINING PROGRAM (CPTP)

The State provides supervisory and managerial training through the [Comprehensive Public Training Program \(CPTP\)](#). This program provides a variety of courses to develop and enhance supervisory and managerial skills.

MANDATORY SUPERVISORY TRAINING

The Civil Service rules mandate certain basic courses for supervisors and managers, who have been placed into one of four groups of supervisors/managers. The training requirements for each group have been tailored to the organizational level of the position. The requirements are minimal, and a supervisor or manager who continues training beyond the basic requirements may obtain a managerial certificate through the CPTP training program. The Civil Service Mandatory Training Policy can be found on the Civil Service website.

2.3 Human Resources Professionals Development

PROGRAM ACCOUNTABILITY

The Department of Civil Service has established the Accountability Division charged with assessing the effectiveness of agency HR program effectiveness. The objectives of Program Accountability are:

- To provide an objective assessment of an agency's HR practices
- To assess the agency's level of compliance
- To require corrective action when appropriate
- To praise, cite and share good HR programs and practices
- To help agencies develop the best, most effective HR programs possible and to help HR professionals become the best that they can be

Goals of Program Accountability include:

- To provide a general overview of HR programs and activities of each agency evaluated
- To focus on those aspects of HR most intensely tied to managerial accountability for performance, such as recruitment & selection, use of PPR, standards for granting permanent status, promotional practices, and training practices, including new employee orientation.
- To assess agency compliance with and effective use of Civil Service pay flexibilities

The work of the Program Accountability Division results in the issuance of an agency report card addressing agency progress in implementing recommendations from previous reports as well as a current report of steps an agency should take to improve their Human Resources program.

PROGRAM ASSISTANCE

This Division is dedicated to providing support for and communication with agency HR offices to help them implement the Accountability recommendations or to pull together any resources needed by an agency to resolve whatever challenges an agency is facing. The consultants in this Division have an expert level of knowledge on a variety of issues, including overtime, layoff, performance evaluation, attendance and leave and other topics, and serve as team leaders when necessary to assemble a group of experts that includes subject matter experts in recruiting and staffing matters and job classification and compensation matters. These consultants are available daily by phone to agencies, and are available to meet individually with agencies, or as the leader of a group of experts who can assist an agency with specific needs.

HR CURRICULUM

The Human Resources Curriculum consists of a group of core courses for everyone and electives based on an individual's job assignment. Also, special seminars and workshops are developed from time-to-time as needed (for instance, when the Fair Labor Standards Act changed). Courses that are available now include:

- Legal and Ethical Issues for Human Resource Professionals
- Job Profiling
- Controlling Absenteeism and Tardiness
- Documenting for Performance and Discipline
- Performance Planning and Review
- Classification Delegation Training
- Conducting Job / Pay Studies
- Dual Career Ladders
- Managing Your Pay Program
- Introduction to Interpreting Minimum Qualification Requirements
- Optional Pay Adjustments
- Pay Rules for Managers
- Special Entry / Pay Rates
- Rewards and Recognition
- Seminars on "hot topics" as needed

STATE PERSONNEL COUNCIL

This Department is assigned a permanent position on the board of the Louisiana State Personnel Council organization, which produces at least one 3-day professional development conference each year and often hosts or co-hosts one-day conferences during the year.

MONTHLY 'WORKFORCE HORIZONS' NEWSLETTER

This Department issues a monthly online "Workforce Horizons" newsletter. This newsletter contains tips and articles of interest for Workforce Planning efforts. The archive of these newsletters can be found on the Civil Service website.

Section 3: EMPLOYEE RELATIONS & BENEFITS

This Section includes the following topics:

- 3.1 Promotion of the Public Service
- 3.2 Flexible work arrangements
- 3.3 Holidays & Leave
- 3.4 Health Insurance
- 3.5 Retirement
- 3.6 Deferred Compensation Plan

3.1 Promotion of the Public Service

Multiple Divisions within the Department have worked to combat the perception that classified government service is an employer of last resort and replace it with an awareness that public employment with the State of Louisiana is an attractive option. We have stepped up the use of training, brochures, newspaper and television opportunities to promote the good that is done by state agencies and state employees.

In addition, in connection with our “Recruiting Tomorrow’s Leaders – Today” initiative, we have produced and distributed a video that calls attention to the unique and challenging jobs that make a difference for Louisiana. This video can be viewed at www.yourfuture.louisiana.gov.

3.2 Flexible Working Arrangements

The flexibility of our system allows agencies to implement flexible working arrangements through the use of alternate work schedules, telecommuting, and other flexibilities that allow each agency to manage its workforce in the manner that best suits its needs and that will be key in future efforts to recruit and retain both young employees entering the workforce for the first time, and retirees wishing to return to work on a part-time or temporary basis.

3.3 Holidays and Leave

State employees receive a number of statutory holidays throughout the year; other holidays are proclaimed by the Governor.

Annual (vacation) Leave – State employees receive annual leave (personal or vacation leave) each year, in an amount that increases with years of service. New full-time employees can expect to earn approximately 8 hours of annual leave per month; an employee with fifteen or more years of service will earn approximately 16 hours of annual leave per month. Annual leave accrues and unused leave carries over from year to year; employees are paid for their annual leave balance, up to a maximum of 300 hours, upon separation from the state. An employee who retires from state service with an annual leave balances in excess of 300 hours can use the excess to “add” to the employee’s total service used for calculating the retirement benefit, or the employee can opt to receive a lump-sum payment for the leave at an actuarially reduced rate.

Sick leave – State employees earn sick leave in the same increments as they earn annual leave. Sick leave can be used by an employee for his/her own personal illness or medical consultation. Like annual leave, sick leave accrues and carries over from year-to-year. Also like annual leave, any unused sick leave balance can be used upon retirement to “add” to the employee’s total service used for calculating the retirement benefit, or the employee can opt to receive a lump-sum payment for the leave at an actuarially reduced rate.

Educational Leave – The Civil Service rules allow for periods of time off with or without pay for educational purposes; employees on leave without pay can receive a stipend if funds are available for such purpose.

Military Leave – Classified employees are allowed time off for military purposes. Up to 15 working days of military leave is with pay; the remainder is without pay unless an employee asks to use his/her annual leave. Employees who are on military leave without pay, and whose military pay is less than the employee’s pay in his/her state job, are guaranteed to receive a “pay differential” which makes up the difference between the employee’s military pay and his state salary, to ensure that neither the employee nor his/her family endure excessive hardship due to a pay loss for military service.

Other types of leave – There are other types of leave available to State employees as provided in [Chapter 11](#) of the Civil Service rules.

3.4 Health Insurance

The State offers a group insurance plan that offers a variety of insurance options, with the state paying 75% of an employee’s insurance premium. Further information about the states group insurance is available at www.groupbenefits.org.

3.5 Retirement

The State offers its own Retirement Plans. Information about the State’s retirement options is available at www.lasers.state.la.us.

3.6 Deferred Compensation

As a supplemental retirement savings plan for employees, the State offers a Deferred Compensation Plan for tax deferred savings.

Section 4: Records & Reports

There are numerous records and reports available to assist agencies in workforce planning and development. Listed here are some of reports most commonly utilized in workforce planning.

4.1 Training Records & Reports

Training Records and Reports for employees are available through the Comprehensive Public Training Program. The CPTP Administrator can be contacted at (225) 342-3620

4.2 Turnover Reports

The Department of State Civil Service compiles turnover data on an annual basis that can be utilized by agencies to evaluate turnover among classified state employees. Copies of this information can be obtained from the Civil Service *HR Info* website or by contacting the DSCS Management Information Services Division at (225) 342-8083.

4.3 Workforce Profiles

An Annual Workforce Profile report is issued to each state Department by the Department of State Civil Service. This report is organized by EEO-4 categories. For each category of jobs, the report indicates the average age of employees, years of service, the number of employees that retired in the previous year, the number of employees currently eligible to retire, the number of employees currently in the Deferred Retirement Option Plan (“DROP”) and the number of employees eligible to retire within five years. A statewide summary of this information is posted on the Civil Service website. See General Circular 1726.

4.4 ISIS HR Reports for Workforce Analysis

Agencies who use the ISIS HR system can generate system reports on employment activities to analyze trends and develop estimated loss liability for employees

PERSONNEL ACTION REPORTS

The ‘ZP13: Action Reason/Pay Reason Report’ provides a list of separations and/or hires. When compared to position data, this information can be used to evaluate turnover and hiring practices for a specific period. Agencies should refer to the report descriptor in the ISIS HR On-line Help for instructions on how to run this report.

ADJUSTED SERVICE DATE REPORTS

The ‘ZP25: Date Specifications Report’ generates estimated eligibility for retirement. Using the Adjusted Service Date, agencies can approximate the number of employees who may be eligible to retire over a specific period of time. (However, these dates should only be used for estimation purposes. The Adjusted Service Date is not based on retirement system participation and may be incorrect for any employee who separated and withdrew from the retirement system, then returned to state service.)

2007 WORKFORCE PLANNING SURVEY REPORT

Executive Summary

Our annual workforce planning survey was done in December 2007 with 17 Executive branch agencies responding (See the section that follows for a complete list of respondents). The 2007 survey is similar in content to the 2006 survey, but some editing was done. We added some questions, deleted or combined some questions and edited answer choices on others. So a detailed comparison of results question-by-question is not possible. However responses to the general content areas can be compared. There was little significant change in many areas. Areas where significant change has occurred are highlighted in the following sections arranged by subject category.

Written Workforce Plan

We added a new question in 2007: “Does your agency have a written workforce plan?”

82.4% responded “No.”

Only three agencies responded “Yes.” They were:

- DOTD
- DSS-LRS
- LHFA
-

Components of Workforce Planning Being Done

- 94% of agencies responding indicated they had identified key positions likely to be vacated within the next five years. This was up from 80% in 2006.
- 50% of respondents indicated they had implemented processes to preserve institutional memory. This was up from 24% in 2006.
- 56% of respondents indicated they had implemented processes to transfer vital knowledge from experienced employees to new employees before it is lost. This is up from 28% in 2006.

Training

Somewhat surprisingly, the use of computer-based training and webinars was down significantly. In 2006, 92% of agencies checked this as a type of training used for career development of employees within their agency. Only 60% checked this in 2007.

Preserving Institutional Knowledge

- 73% of agencies checked hiring back retirees as a method they were using to preserve institutional knowledge. This was up from 60% in 2006.
- 87% of agencies checked double incumbencies as a method they were using to preserve institutional knowledge. This was up from 68% in 2006.

Accounting and Fiscal Jobs Most Difficult to Fill

One part of the survey gives respondents several job categories and asks them to indicate which ones are most difficult to fill. They may check all that apply. In 2006, no single job category stood out as difficult to fill in the Executive Branch agencies. The results showed a fairly even

split among Accounting/Fiscal, Information Technology, and Managerial / Supervisory jobs with each being checked by about 30% of respondents as difficult to fill. In 2007, however, there was a clear indication of a shortage in Accounting / Fiscal jobs with 73% of respondents checking it as a most difficult to fill job category. This was up from 32% of agencies checking this as difficult to fill in 2006.

Vital Data Agencies Need for Workforce Planning

One survey question asks agencies whether there is vital data they need for workforce planning that they are not getting. 67% indicated that they need assessments of employee potential supervisory skills.

Although the Department of Civil Service hired a consultant to develop the SPAT (Supervisory Potential Assessment Tool) to assess potential for first-line supervisor jobs and this is now available, it does not really meet the agencies' needs. SPAT is an educational tool intended for applicants and employees who want to learn about their strengths and weaknesses in this area. As part of the results, persons who take the assessment are directed to study materials that will assist them to develop their supervisory potential. Although this may help create a pool of better applicants, it does not directly provide agency Human Resources Offices or managers with data on employee supervisory potential. The results of the SPAT are confidential, given only to the person taking the assessment and are not accessible by agency HR or managers. Some other tool or assistance must be provided to address this need.

List of Survey Respondents

Below is a list of the agencies and persons who responded to the survey.

1. Division of Administration – Christina Cardona, Acting H R Director
2. Department of Agriculture and Forestry – Terry Boykin, H R Director
3. Department of Civil Service – Jean Jones, Deputy Director
4. Department of Culture, Recreation and Tourism – Jan Ramezan, H R Director
5. Department of Economic Development – Laura Pate, H R Director
6. Department of Education – Mary Glosten, H R Director
7. Department of Environmental Quality – Karen Schexnayder, H R Director
8. Louisiana Housing Finance Agency – Tim Gilmore, H R Director
9. Department of Natural Resources – Anne Tillman, H R Director
10. Department of Public Safety and Corrections – Office of Corrections Services – Byron Decoteau, Jr., H R Director
11. Department of Public Safety and Corrections – Office of Public Safety – Tina Boudreaux, H R Director
12. Department of Revenue – Dee Everett, H R Director
13. Department of Social Services-Louisiana Rehabilitation Services – Margaret Humphreys, H R Director
14. Department of Social Services – Office of Community Services – Joy Thibodeaux, H R Director
15. Department of Transportation and Development – Susan Pellegrin, H R Director
16. Department of Veterans Affairs – Debbie Smith, H R Director
17. Department of Wildlife and Fisheries – June Gillis, H R Director

Appendix A

Summary of 2007 Workforce Planning Survey Results

2. Does your agency have a written workforce plan?		
Response Choices	Response Percent	Response Count
Yes	17.60%	3
No	82.40%	14
	answered question	17
	skipped question	0

3. Which of the following are important workforce planning issues for your agency? Please check all that apply.		
Response Choices	Response Percent	Response Count
Large number of retirements expected in key positions within the next five years	82.40%	14
Loss of institutional memory and/or vital specialized knowledge due to expected retirements	88.20%	15
A lot of turnover in key positions for reasons other than retirements	35.30%	6
Changes in job skills and requirements that will make some current jobs and/or skill sets obsolete	35.30%	6
Scarcity of applicants or employees with needed skills	52.90%	9
Need for training for current employees to prepare them for career advancement within the agency	58.80%	10
Changes in technology that will change key job requirements	52.90%	9
Problems attracting/retaining employees due to pay	70.60%	12
Other (please specify)	0.00%	0
	answered question	17
	skipped question	0

4. Specifically, which of the following components of workforce planning has your agency done? Please check all that apply.		
Response Choices	Response Percent	Response Count
Identified key positions likely to be vacated within the next five years	93.80%	15
Identified the critical competencies needed for key positions	50.00%	8
Implemented a process to identify/develop a pool of potential replacements for key positions	37.50%	6
Evaluated the potential impact of technology changes, possible reorganizations, budget, etc., on the workforce	37.50%	6
Implemented training for employees to provide them with appropriate knowledge and skills	68.80%	11
Implemented processes to preserve institutional memory	50.00%	8
Implemented processes to transfer vital knowledge from experienced employees to new employees before it is lost	56.30%	9
Implemented double incumbency for identified retirees	75.00%	12
Dedicated staff members to workforce planning program/initiatives	37.50%	6
Other (please specify)	18.80%	3
	answered question	16
	skipped question	1

5. How serious is the potential impact of retirements in your agency within the next five years?		
Response Choices	Response Percent	Response Count
Very serious, many key, hard-to-fill positions are at risk	18.80%	3
Serious, some key, hard-to-fill positions are at risk	50.00%	8
Of some concern, but we should be able to fill most key positions with little trouble	25.00%	4
Predicted retirements will have little effect on key positions in our agency	6.30%	1
Don't know; we have not determined the potential impact	0.00%	0
	answered question	16
	skipped question	1

6. How serious is the potential impact of estimated non-retirement turnover within your agency?

Response Choices	Response Percent	Response Count
Very serious, many key, hard-to-fill positions are at risk	6.30%	1
Serious, some key, hard-to-fill positions are at risk	37.50%	6
Of some concern, but we should be able to fill most key positions with little trouble	37.50%	6
Estimated non-retirement turnover will have little effect on key positions in our agency	12.50%	2
Don't know; we have not estimated the potential impact	6.30%	1
	answered question	16
	skipped question	1

7. What types of training does your agency use to train employees within the agency for possible career development? Please check all that apply.

Response Choices	Response Percent	Response Count
Creation of individual development plans for employees or groups of employees targeting development toward specific career goals	40.00%	6
Formal classroom training using agency trainers	46.70%	7
Sending employees to outside seminars and workshops	86.70%	13
On-line or computer based training or webinars	60.00%	9
Cross training employees through various assignments in equivalent positions so they learn different areas	80.00%	12
Rotating employees in and out of a higher-level position (through detail) to determine their ability and interest	40.00%	6
Mentoring by a more experienced employee	33.30%	5
"Shadowing" a more experienced employee to observe how that employee does his or her job and asking questions	20.00%	3
Other (please specify)	13.30%	2
	answered question	15
	skipped question	2

8. Which of the following recruiting tools does your agency use? Please check all that apply.

Response Choices	Response Percent	Response Count
Posting vacancies on the internet	100.00%	15
Career or job fairs	93.30%	14
Targeted on-site visits to campuses	53.30%	8
Videos showing job activities and incumbent testimonials	13.30%	2
Mailing or distributing printed brochures	46.70%	7
Paying above minimum of range to start using Special Entrance Rates (SER's), pay for extraordinary qualifications / credentials, etc.	100.00%	15
Special Pay	60.00%	9
Premium Pay	60.00%	9
Newspaper ads	93.30%	14
Professional journals	46.70%	7
Other (please specify)	13.30%	2
	answered question	15
	skipped question	2

9. Besides required Civil Service assessments, which of the following tools does your agency use to assess the competencies of employees or applicants? Please check all that apply.

Response Choices	Response Percent	Response Count
Structured Oral Interviews (all applicants for a position are asked the same set of standardized questions)	100.00%	15
Review of application forms or resumes	100.00%	15
In-house written tests	46.70%	7
Review of performance appraisals (PPR's)	100.00%	15
Review of training record / formal education	66.70%	10
Demonstration or performance test (applicant performs some aspect of the job in a mock-up of the actual work situation such as making a presentation to a group or preparing a report using Excel Spreadsheets)	60.00%	9
Other (please specify)	20.00%	3
	answered question	15
	skipped question	2

10. Which of the following tools does your agency use to help retain employees? Please check all that apply.		
Response Choices	Response Percent	Response Count
Special Retention Rates (SRR's)-Rule 6.5b	80.00%	12
Special pay under rule 6.16 (such as premium pay, optional pay, individual pay adjustments etc.)	86.70%	13
Pay for extraordinary qualifications or credentials	100.00%	15
Rewards and Recognition Policy/Program	86.70%	13
Dual Career Ladder policies for eligible jobs	46.70%	7
Exit Interviews	86.70%	13
Analysis of reasons for turnover	66.70%	10
Career Progression Groups	100.00%	15
Employee Surveys	20.00%	3
None of the above	0.00%	0
Other (please specify)	6.70%	1
	answered question	15
	skipped question	2

11. Which of the following tools does your agency use to improve the work environment for employees? Please check all that apply.		
Response Choices	Response Percent	Response Count
Flextime	73.30%	11
Educational leave	80.00%	12
Stipend programs	13.30%	2
Job sharing	6.70%	1
Working at home / telecommuting	26.70%	4
Surveys of current employees to determine their level of job satisfaction	26.70%	4
Encourage participation in training	80.00%	12
Casual days	93.30%	14
Employee Recognition Days	86.70%	13
None of the above	0.00%	0
Other (please specify)	13.30%	2
	answered question	15
	skipped question	2

12. Which of the following actions is your agency taking to preserve institutional knowledge? Please check all that apply.		
Response Choices	Response Percent	Response Count
Creating precedent files	40.00%	6
Using job aids such as written regulations, policy manuals, guidelines and handbooks	100.00%	15
Establishing an automated data base of critical knowledge	13.30%	2
Documenting work processes / flowcharting	40.00%	6
Hiring back retirees	73.30%	11
Double incumbencies	86.70%	13
Job rotation / cross-training	66.70%	10
Mentoring or job shadowing	46.70%	7
Other (please specify)	0.00%	0
	answered question	15
	skipped question	2

13. In April of 2007 Civil Service made available on the HR Info website a Retiree Rehire Database whereby agency HR staff can find names and contact information on retirees interested in being re-employed. Please check the appropriate box below to indicate how you have used the Retiree Rehire Database. CHECK ONLY ONE BOX.		
Response Choices	Response Percent	Response Count
We have not used the Retiree Rehire Database.	20.00%	3
We have used the Retiree Rehire Database to search for applicants for specific vacancies but have not filled a vacancy by reemploying a retiree from the database.	53.30%	8
We have actually filled a vacancy by reemploying a retiree from the Retiree Rehire Database.	26.70%	4
	answered question	15
	skipped question	2

14. If you have used the Retiree Rehire Database to fill actual vacancies, indicate in the text box below how many vacancies you have filled using it.		
Response Choices	Response Average	Response Count
Number hired from Retiree Rehire Database	1.67 (5 total)	3

answered question	3
skipped question	14

15. Please indicate in text box below any suggestions for improving the Retiree Rehire Database.	
<ul style="list-style-type: none"> • Making this available to all hiring managers, not just HR. • Better search capabilities specific to job, location and experience. 	

16. Please indicate the categories which include the jobs that are the most difficult for your agency to fill. Please check at least one, and you may check all that apply.		
Response Choices	Response Percent	Response Count
1. Executive Level Jobs	13.30%	2
2. Managerial / Supervisory Level Jobs	33.30%	5
3. Fiscal / Accounting Professionals	73.30%	11
4. Information Technology Professionals	33.30%	5
5. Scientific Professionals	33.30%	5
6. Engineering Professionals	33.30%	5
7. Professionals - Other	26.70%	4
8. Sub-professional support (Accounting Tech, Engineering Tech, etc)	20.00%	3
9. Social Services	20.00%	3
10. Skilled Trades	20.00%	3
11. Institutional / Custodial	6.70%	1
12. Physicians	6.70%	1
13. Nurses / LPN	13.30%	2
14. Nurses / RN	6.70%	1
15. Mental Health Professionals	6.70%	1
16. Medical - Other	6.70%	1
17. Correctional Officers	6.70%	1
18. Enforcement / Investigation	13.30%	2
19. Fire Fighting	0.00%	0
20. Other (please specify)	20.00%	3
	answered question	15
	skipped question	2

17. Is there any vital data that you need for workforce planning that you do not already have or that you need assistance obtaining? Please check all that apply.

Response Choices	Response Percent	Response Count
Report of training completed by employees	13.30%	2
Report on retirement eligibility of employees	26.70%	4
Report on age of employees	13.30%	2
Turnover Rate	13.30%	2
Assessment of training needed by employees	13.30%	2
Assessment of employee Skill Level	40.00%	6
Assessment of employee potential supervisory skills	66.70%	10
Other (please specify)	13.30%	2
	answered question	15
	skipped question	2

18. What are the challenges you face in recruiting and retaining employees? Please check all that apply.

Response Choices	Response Percent	Response Count
Insufficient base pay; some relief is seen when other pay mechanisms are used	66.70%	10
Insufficient base pay; additional pay mechanisms do not help	20.00%	3
Minimum Qualification requirements are too stringent	13.30%	2
Shortage of qualified employees STATEWIDE, or	46.70%	7
Shortage of qualified employees, LOCAL	46.70%	7
High turnover due to job conditions (shift work, travel, overtime, etc).	46.70%	7
Inadequate benefits package	6.70%	1
Other or Additional Explanatory Information	26.70%	4
	answered question	15
	skipped question	2

19. OPTIONAL: Looking ahead, what is the biggest problem your agency will face with respect to staffing during the next five years? Enter your answer in the box below.

- Finding engineers and biologists with experience.
- Filling the gap we have between the experienced employees who are, or will be eligible to retire in the next 3-5 years. Most of our employees who could move up have limited management experience. We also have difficulty attracting individuals with accounting hours to fill our positions. To address this we have entered into an agreement with BRCC to have accounting courses offered at our building after work hours. This has proven to be helpful. One course was offered during the Fall Semester and two will be offered in the Spring. Several of our management staff with accounting degrees also volunteer to tutor these employees.
- Attracting candidates to the headquarters office in Baton Rouge from field offices. Housing is too high. Telecommuting...this is going to be a hot issue with the high cost of fuel. Retaining key people. Funding of pay options in order to keep up with the market demand
- We are having high turnover in Child Welfare and we are having difficulty finding qualified applicants to fill supervisory/management level jobs. Generation Y employees don't look at our jobs as long term careers nearly as much as our older employees do.
- Retaining Certified Nursing Assistants
- Hiring and retaining qualified, competent staff for professional and paraprofessional level jobs.
- Balancing the retirement of employees while trying to retain employees long enough to acquire the experience and knowledge to qualify for the higher positions.
- Staffing for medical and mental health positions will increase over the next 5 years as the Department is expanding skilled nursing facilities at institutions and the rising need for care of aging inmates.
- Competing with private industry salaries and filling highly-specialized positions.
- Recruiting qualified applicants for professional level jobs while competing with private sector employers pay flexibility and other state agencies who have implemented special pay mechanisms.

- The Department of Education has to remain competitive with local school districts for pay, benefits and job satisfaction. Our problem will continue to be recruiting and retaining educational experts and support staff that have gained expertise with administrative education issues.

21. OPTIONAL: Please make any comments or ask any questions you have about workforce planning or this survey by using the text box below.

- I sincerely appreciate the on-going support provided to DOTD from Civil Service in our workforce planning efforts.
- Although the Department of Corrections does not have a formal workforce planning "program" at this time, we have been informally working on workforce planning issues for many years.
- I commend Civil Service for the tools that they have provided the agencies to assist them with their workforce planning strategies.

Appendix B

Tables

Table A <i>Number of Full Time Equivalent Employees</i>							
<i>Position Type</i>	2002	2003	2004	2005	2006	2007*	2008*
Classified	65168	65627	64564	64231	57639	60198	61411
Unclassified	25751	27346	27766	28498	27275	29720	31688

Table B <i>Average Salaries--Full-Time, Regular Employees</i>					
<i>Position Type</i>	<i>Year</i>				
	2004	2005	2006	2007	2008
Classified	\$32,294	\$33,400	\$34,787	\$36,104	\$39,619
Unclassified	\$51,983	\$53,814	\$54,577	\$55,933	\$59,246

Table C <i>Age Distribution—Difference between 1999 and 2008</i>				
<i>Age</i>	<i>Year</i>		<i># Difference</i>	<i>Percent Increase</i>
	1999	2008		
50-54	9089	15480	6391	70%
55-59	5207	12640	7433	143%
60-64	2327	7016	4689	202%
65-69	724	2691	1967	272%
70+	341	1693	1352	396%

Table D <i>Classified Employees by Race</i>		
<i>Race</i>	<i>2004</i>	<i>2008</i>
Native Hawaiian or Other Pacific Island	7	14
Multi-Racial	30	111
American Indian	223	206
Asian	472	458
Declined to State	680	816

Black or African American	28082	26312
White	35362	32599

Table E

Classified Employees by Gender

Year	Male	Female
2008	35%	65%
1999	37%	63%

Table F

Classified Employees by Years of Service

Years Employed with the State of LA	Percentage of Current State Employees
<10 years	49%
10-19 years	26%
20-29 years	19%
30+ years	6%

Table G

Number of Separations by Reason

Number of Employees	Separation Reason
72	RESIGN TO AVOID DISMISSAL
122	DEATH
141	NON-DISCIPLINARY REMOVAL
229	DISMISSAL
232	RESIGN-SHIFT/LOCALE/HOUSING
370	RESIGN-WORK RELATED
503	RESIGN-PAY REASONS
1,090	RESIGN-REASON NOT STATED
1,405	RETIREMENT
1,724	SEPARATION FROM PROBATION
2,523	RESIGN-PERSONAL